

# **Learning Management Systems and the Learning Management Maturity Model**

**Doug Johnson  
VP Operations & CFO  
THINQ Learning Solutions, Inc.**

# THINQ Vision

*To empower  
organizations and  
individuals to improve  
performance and value in  
a Knowledge-based  
Society*

**At the end of this session,  
you will understand. . .**

- **What is a Learning Management System (LMS)**
- **Why organizations purchase an LMS**
- **How does an LMS fit into organizational effectiveness strategies**
- **Customers and credentials**

# Why do Organizations invest in Learning?

- **Knowledge economy** – where the competitive capability of a company is directly related to the value of the knowledge possessed by its employees
- **Accelerating pace of change** – guarantees that much of that knowledge is increasingly perishable

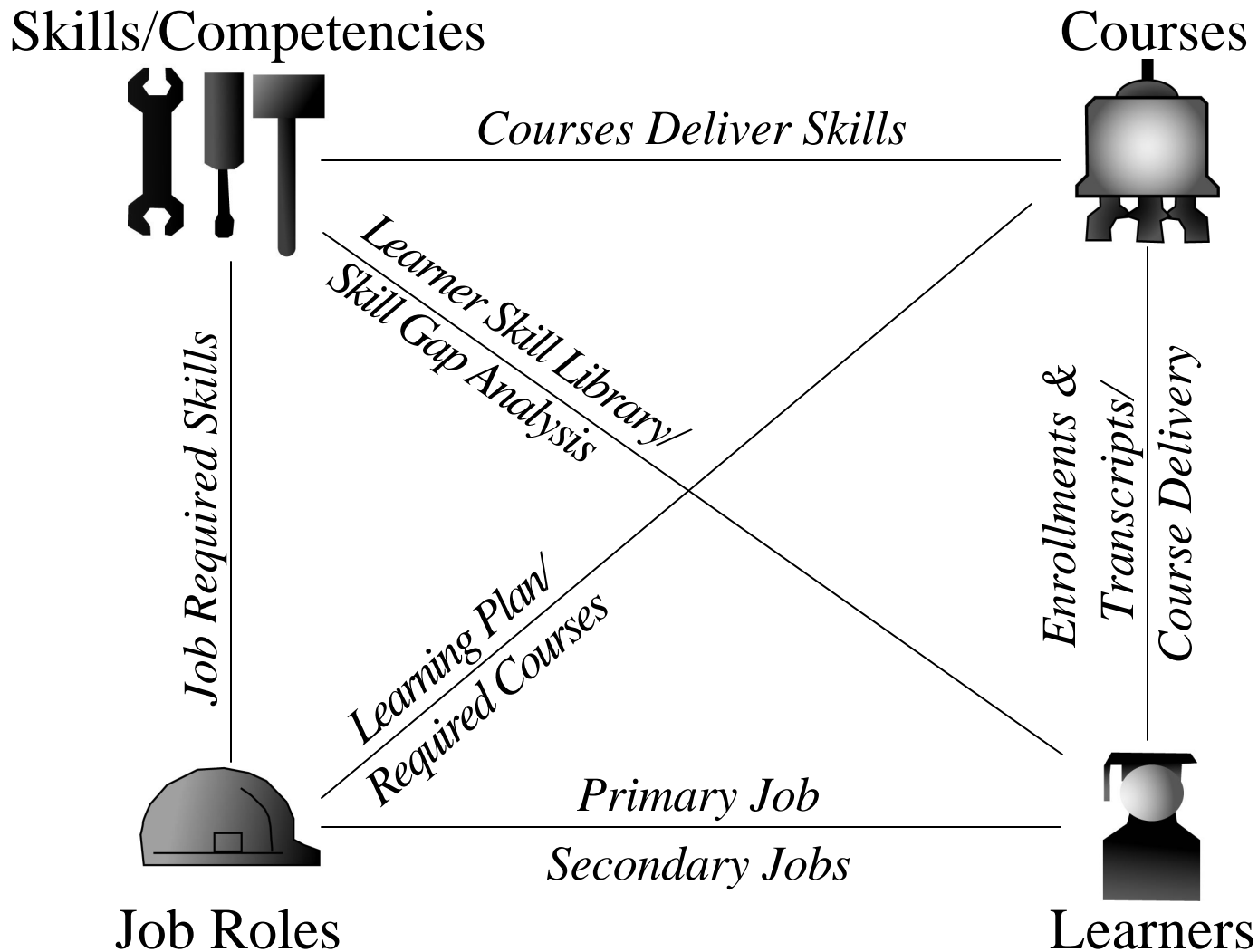
**Corporations that align and implement their e-learning according to their strategic goals meet those goals at least 80% of the time.**

- David Forman (1998) "Return on Training"  
(In Gordon, Edwards "Investing in Human Capital, the Case for Measuring Training ROI." Corporate University Review, 2000)

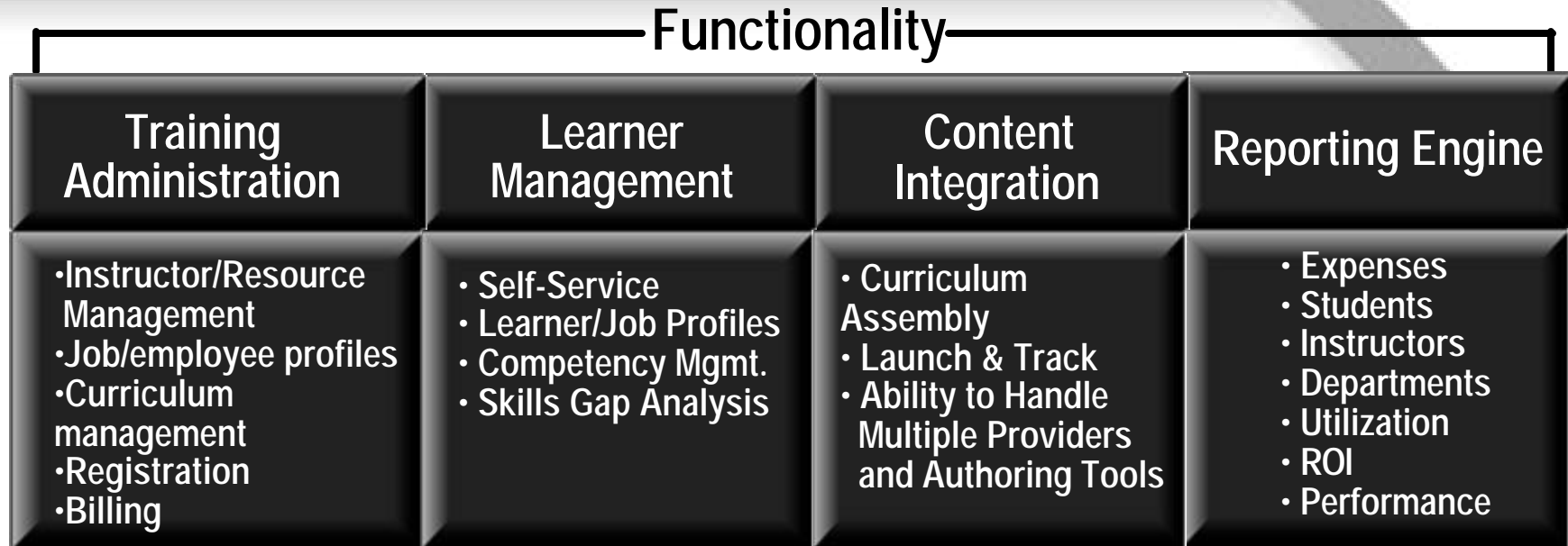
# How Does an LMS Deliver Value to Customers?

- Automation of training administrative processes
- Support of transition from traditional instructor-led training to electronically and/or web-based deliveries
- Facilitation of process efficiencies via common software platform
- Enablement of strategic business performance improvements, including:
  - Time-to-market for new product releases
  - Time-to-competency for new hires and new partners
  - Enhanced organizational flexibility/responsiveness to risks and opportunities

# What Does an LMS Do?



# What are the Components of an LMS?



*"...suites of tools that deliver or help deliver the right course or content to the right students at the right time in the right format."*

- Learning Management Systems:  
The 2000 Magic Quadrant  
Clark Aldrich, Gartner Group

Manages, Tracks and Deploys all Learning across the extended Enterprise

Manages Resources, Content, and Learners across the extended Enterprise

# Learner Interface

THINQ LEARNER Version 5.2 - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Media Print Mail

Address http://scdemo.thinq.org/Main\_App.asp Go Links THINQ Administrator THINQ Learner Knowledge Center

Learn@THINQ

Welcome!  
Kent Jones

Home Help Mail Support

Current Enrollments Transcript History Learning Plans Skill Assessment Tests & Evaluations

**Search Catalog**

Go

**Browse Catalog**

[Personal Development](#)  
[Health and Safety](#)  
[eLearning](#)  
[Technical](#)

[All Categories](#)  
[All Catalog Items](#)  
[All Events](#)

**Personalize Settings**

[Edit My Profile](#)  
[Change Password](#)

**Helping people like you... succeed**



**In The News**

**May 2003**  
Welcome to the company learning portal. We've made significant changes since you've last been here. Navigate around and please give us your feedback by clicking on the support button above.

**Your Messages**

No messages to display

**My Enrollments**

Catalog Item Name	Enrollment Date	Event Begin Date	Item Type
Navigating the THINQ LMS Web Administrator	Jun 18, 2003	Online	Self Paced
Coaching for Optimal Performance	Jun 18, 2003	<a href="#">Jun 26, 2003</a>	Catalog Item
Impacting the Bottom Line	Jun 20, 2003	Online	Self Paced
Building XML Web Applications-Pt 1	Jun 26, 2003	Online	Self Paced

Copyright © 2003 THINQ Learning Solutions, Inc. All rights reserved

Done Internet



# Course Catalog

THINQ LEARNER Version 5.2 - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Media Print Copy Paste

Address http://scdemo.thinq.org/Main\_App.asp Go Links THINQ Administrator THINQ Learner Knowledge Center

Learn@THINQ

Welcome!  
Kent Jones

Home ? Mail Print

Current Enrollments Transcript History Learning Plans Tests & Evaluations Skill Assessment

**Search Catalog**

**Browse Catalog**

[Personal Development](#)  
[Health and Safety](#)  
[eLearning](#)  
[Technical](#)

[All Categories](#)  
[All Catalog Items](#)  
[All Events](#)

**Personalize Settings**

[Edit My Profile](#)  
[Change Password](#)

**Courses that belong to: Coaching**

< Page: 1 of 1 go >

< Catalog Item Name >

Catalog Item Name	Catalog Code	Item Type	Curricula Info.
<a href="#">Building a Constructive Relationship with Your Manager</a>	TEAM01	Catalog Item	
<a href="#">Coaching Extraordinary Customer Relations</a>	COACH01	Catalog Item	
<a href="#">Coaching for Optimal Performance</a>	COACH02	Catalog Item	
<a href="#">Coaching: Bringing Out the Best in Others</a>	COACH03	Catalog Item	
<a href="#">Building Collaborative Relationships</a>	TEAM02	Catalog Item	
<a href="#">Clarifying Team Roles and Responsibilities</a>	TEAM03	Catalog Item	

**Catalog Item Details For: Building a Constructive Relationship with Your Manager (TEAM01)**

Manager Approval Required No

Price

Description Learn how to build relationships with managers to achieve goals by planning ways to work together effectively.

Objectives At the completion of this module, participants are able to:

- develop a strategy for building and maintaining a positive relationship with managers
- identify ways to get more feedback from managers
- successfully demonstrate the Key Actions in a practice situation

Prerequisite Courses

Notes

Copyright © 2003 THINQ Learning Solutions, Inc. All rights reserved

Done Internet

# Transcripts

THINQ LEARNER Version 5.2 - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Media Print Copy Paste

Address http://scdemo.thinq.org/Main\_App.asp Go Links THINQ Administrator THINQ Learner Knowledge Center

Welcome!  
Kent Jones

Learn@THINQ

Current Enrollments Transcript History Learning Plans Skill Assessment Tests & Evaluations

Search Catalog  Go

Browse Catalog  
[Personal Development](#)  
[Health and Safety](#)  
[eLearning](#)  
[Technical](#)  
[All Categories](#)  
[All Catalog Items](#)  
[All Events](#)

Personalize Settings  
[Edit My Profile](#)  
[Change Password](#)

My Transcripts

< Transcript Status > Apply Filter

Catalog Item Name	Transcript Status	Completion Date	Expiration Date	Hours / CEUs	Action
Microsoft Office: Advanced techniques for Word, Excel, and Powerpoint	Finished	May 19, 2003		1	
OSHA Inspections: Preparation and Response	Finished	Apr 30, 2003	Apr 30, 2004	1	
Managing Multiple Priorities	Finished	Jun 20, 2003		1	

[ [enter external transcript](#) ]

Details - Please select from the list above to populate this window.

Learners can view course or certification expiration dates

Copyright © 2003 THINQ Learning Solutions, Inc. All rights reserved

Done Internet

# Learning Plans

THINQ LEARNER Version 5.2 - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Media Print Copy Paste

Address http://scdemo.thinq.org/Main\_App.asp Go Links THINQ Administrator THINQ Learner Knowledge Center

Learn@THINQ

Welcome!  
Kent Jones

Home ? Mail Print

Current Enrollments Transcript History **Learning Plans** Skill Assessment Tests & Evaluations

**Search Catalog**

**Browse Catalog**

[Personal Development](#)  
[Health and Safety](#)  
[eLearning](#)  
[Technical](#)

[All Categories](#)  
[All Catalog Items](#)  
[All Events](#)

**Personalize Settings**

[Edit My Profile](#)  
[Change Password](#)

**My Learning Plans**

Learning Plan Name	Learning Plan Type	Catalog Item Name	Learning Plan Date	Sequence #	Status
Training Administrator Job		<a href="#">Managing Multiple Priorities</a>	Jun 27, 2003	1	<input checked="" type="radio"/> Completed
Training Administrator Job		<a href="#">Navigating the THINQ LMS Web Administrator</a>	Jul 18, 2003	2	<input type="radio"/> Enrolled
Training Administrator Job		<a href="#">Managing Learning with the THINQ LMS</a>	Jul 25, 2003	3	<input type="radio"/> Needed
Training Administrator Job		<a href="#">Creating Web-Based Training for THINQ LMS</a>	Aug 22, 2003	4	<input type="radio"/> Needed

Details - Please select from the list above to populate this window.

Learners can view required training

Learners can view their progress

Copyright © 2003 THINQ Learning Solutions, Inc. All rights reserved

Done Internet

# Skills Gap Analysis

THINQ LEARNER Version 5.2 - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Media Print Mail

Address http://scdemo.thinq.org/Main\_App.asp Go Links THINQ Administrator THINQ Learner Knowledge Center

Welcome!  
Kent Jones

Learn@THINQ

Current Enrollments Transcript History Learning Plans Skill Assessment Tests & Evaluations

**Search Catalog**

**Browse Catalog**

[Personal Development](#)  
[Health and Safety](#)  
[eLearning](#)  
[Technical](#)

[All Categories](#)  
[All Catalog Items](#)  
[All Events](#)

**Personalize Settings**

[Edit My Profile](#)  
[Change Password](#)

**My Skills - to find training to close skills gaps select a skill below.**

Skill Name	Date Needed	Required Level	Assessment Level(s)	Date Assessed	Gap	
<u>Negotiates</u>		4-Advanced Intermediate	Self Assessment	4-Advanced Intermediate	05/01/2003	Gap
			Course Assessment			Gap
			Manager Assessment	4-Advanced Intermediate	05/01/2003	
			Peer Assessment	5-Expert	05/01/2003	
<u>Listening</u>		3-Intermediate	Self Assessment	4-Advanced Intermediate	05/01/2003	Gap
			Course Assessment			Gap
			Manager Assessment	3-Intermediate	05/01/2003	
			Peer Assessment	3-Intermediate	05/01/2003	
<u>Customer Service</u>		5-Expert	Self Assessment	3-Intermediate	05/01/2003	Gap
			Course Assessment			Gap
			Manager Assessment	3-Intermediate	05/01/2003	Gap
			Peer Assessment	3-Intermediate	05/01/2003	Gap

Clicking the skill name shows the user courses that will help bridge the skill gap

Learners can identify skill areas that need improvement

Copyright © 2003 THINQ Learning Solutions, Inc. All rights reserved

Done Internet

# Testing and Assessment

THINQ LEARNER Version 5.2 - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Media Print Mail


Address http://scdemo.thinq.org/Main\_App.asp Go Links THINQ Administrator THINQ Learner Knowledge Center

Welcome!  
Kent Jones

Learn@THINQ

Current Enrollments Transcript History Learning Plans Skill Assessment Tests & Evaluations

**Search Catalog**



**Browse Catalog**




[Personal Development](#)  
[Health and Safety](#)  
[eLearning](#)  
[Technical](#)

[All Categories](#)  
[All Catalog Items](#)  
[All Events](#)

**Personalize Settings**

[Edit My Profile](#)  
[Change Password](#)

**My Tests**

Test Name	Test Type	Test Origin	Passing Score %	Action
Demonstration Assessment	Assessment	Student Specific	Pass Upon Completion	 <b>Launch</b>
Job Survey	Evaluation	Training Administrator (Job)	75%	 <b>Launch</b>
Managing Multiple Priorities	Post-Test	Baseline	70%	 <b>Launch</b>

**My Finished Tests**

Test Name	Test Type	Test Origin	Passing Score %	Actual Score %	Status
General Test	Assessment	Student Specific	60%	86%	Passed

Learners can view past test activity

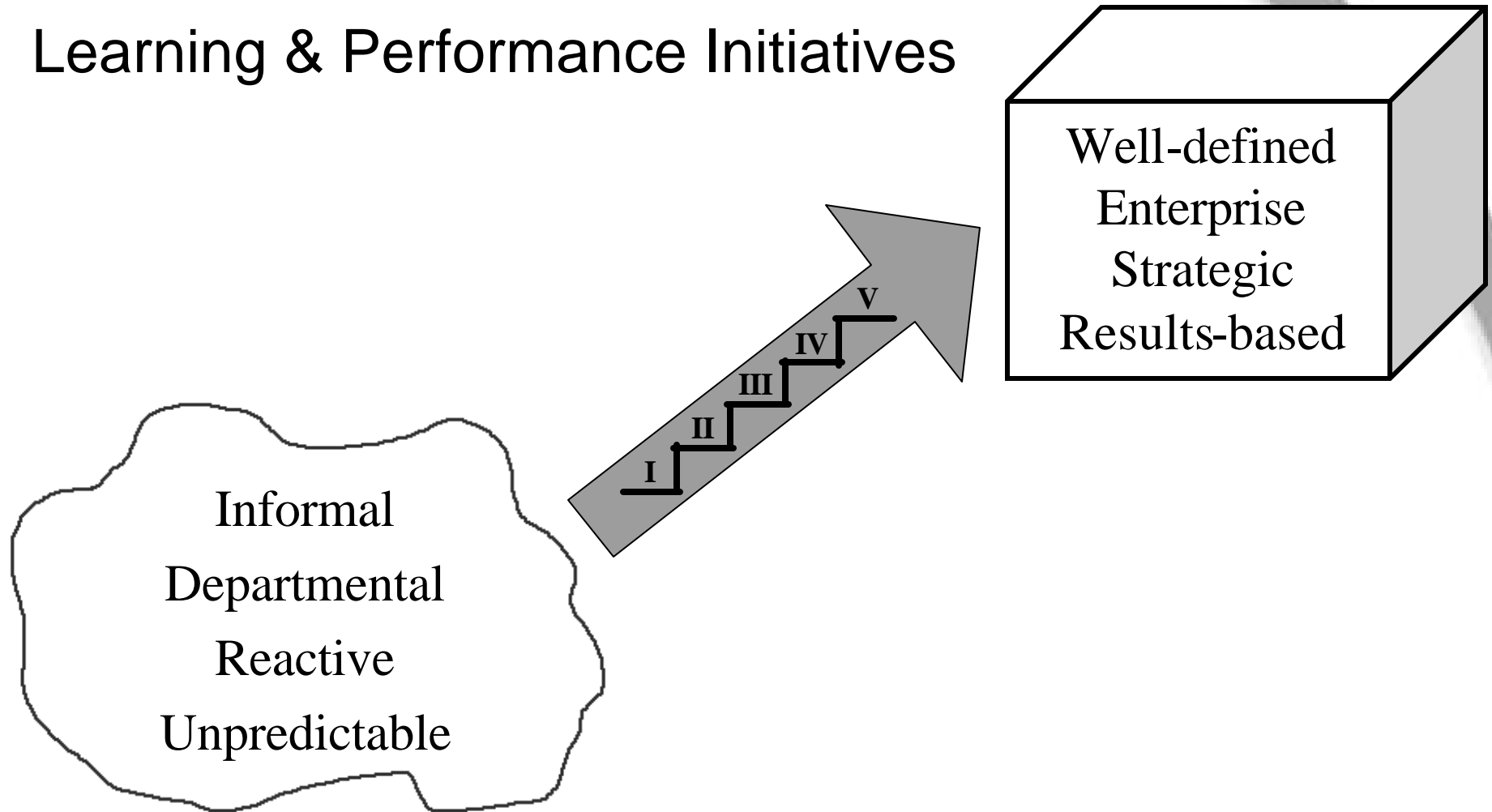
Learners can view and launch all pending tests and evaluations

Copyright © 2003 THINQ Learning Solutions, Inc. All rights reserved

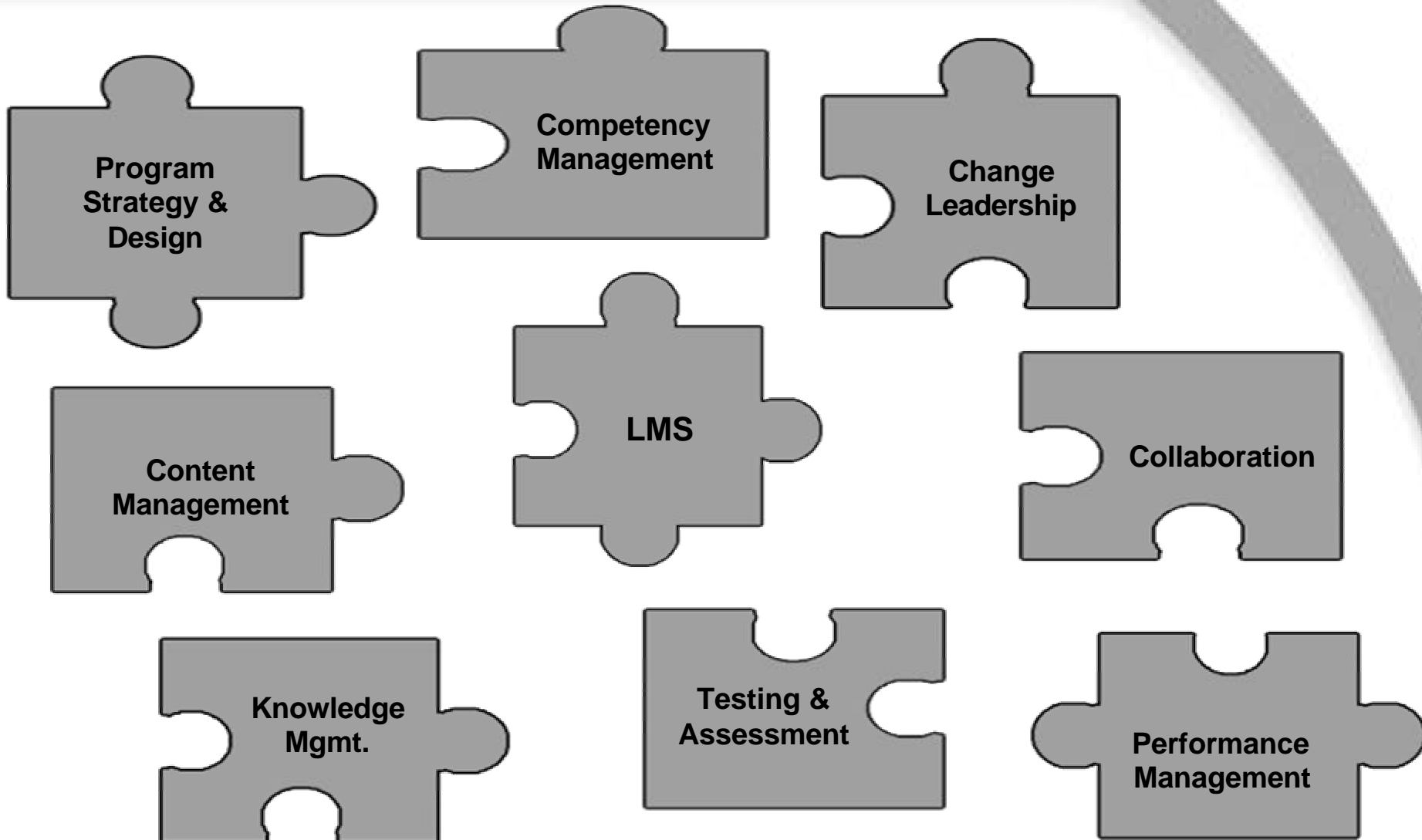
Done Internet

# Transforming your organization

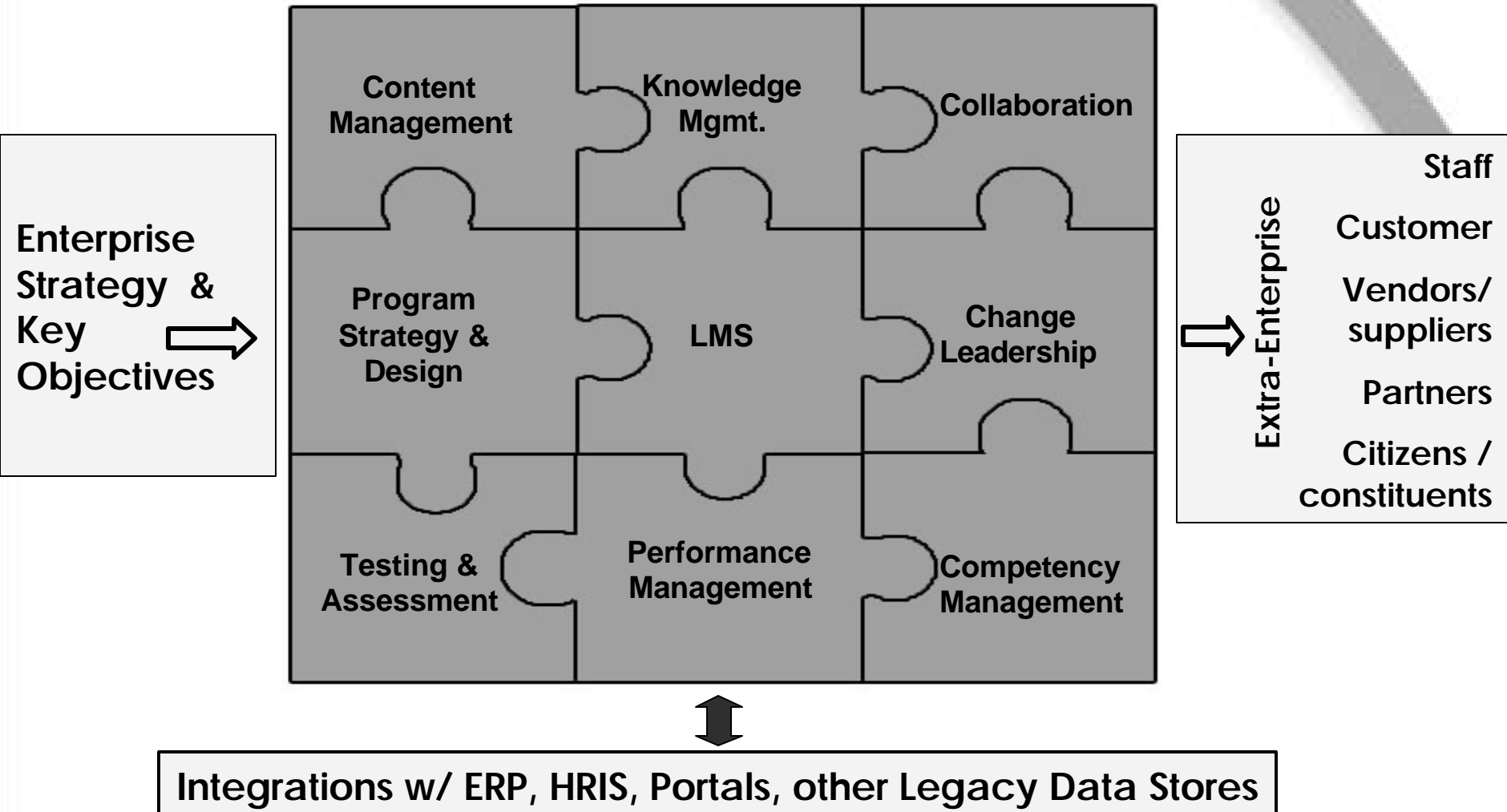
## Learning & Performance Initiatives



# Technologies and related pieces



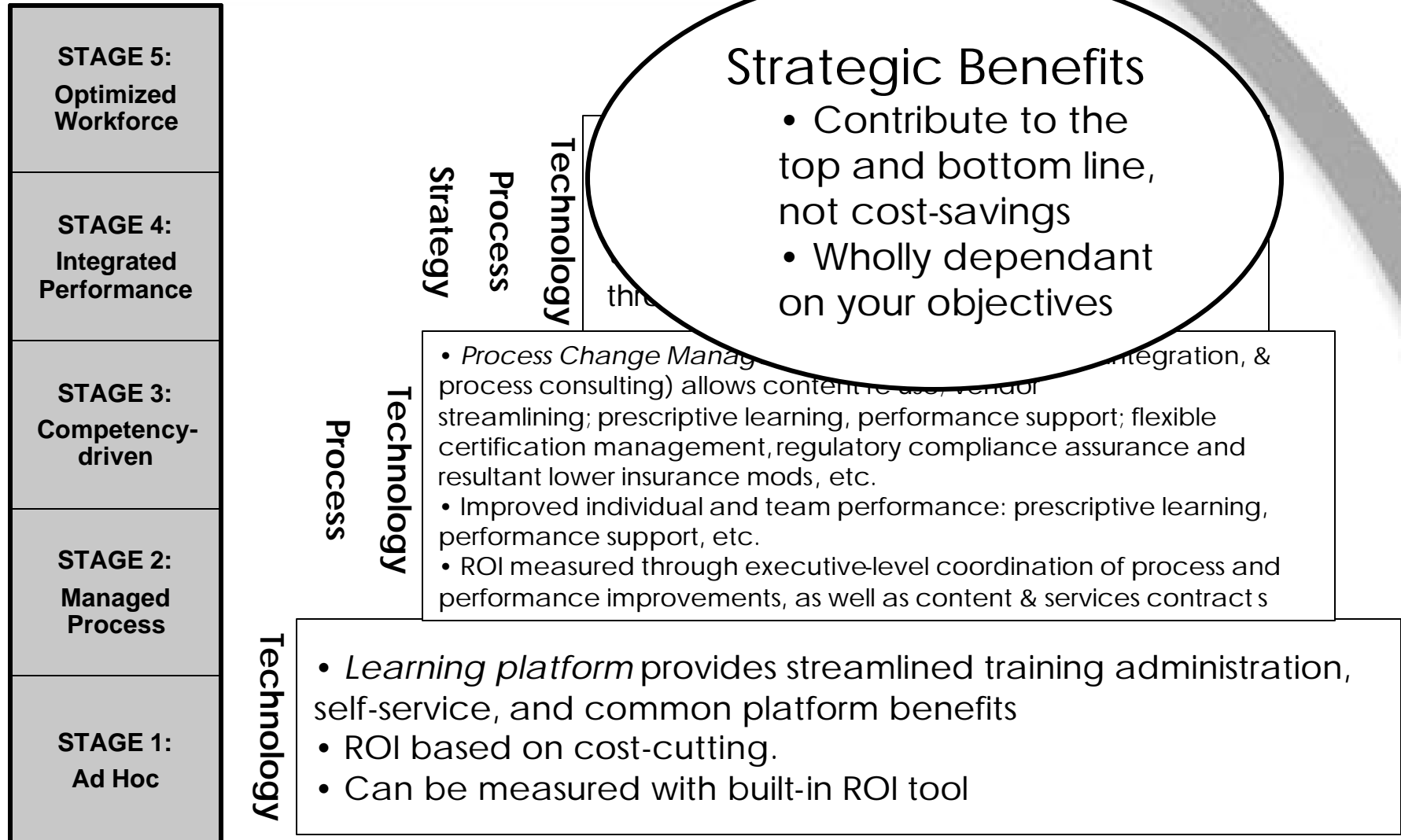
# LM3: Bringing the pieces together





# Alignment with ROI:

ROI tools remain crucial, variable expressions by LM3 stage, by vertical

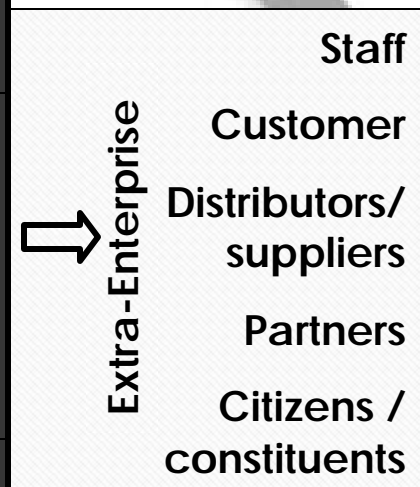


# Stage I: Ad hoc

## Key

- Not Happening
- Partially Engaged
- Fully Engaged

<b>Corporate Strategy &amp; Key Business Objectives</b>	<b>Content Mgmt</b> <ul style="list-style-type: none"> <li>▪ Authoring tools</li> <li>▪ COTS providers</li> <li>▪ Third party developers</li> <li>▪ LCMS &amp; CMS &amp; DMS</li> <li>▪ Services</li> </ul>	<b>Knowledge Mgmt</b> <ul style="list-style-type: none"> <li>▪ Repository mgmt</li> <li>▪ Workflows</li> <li>▪ Electronic performance support systems</li> <li>▪ Advanced search-and- navigation</li> </ul>	<b>Collaboration</b> <ul style="list-style-type: none"> <li>▪ Virtual classrooms</li> <li>▪ Blended learning</li> <li>▪ Mentoring</li> <li>▪ Discussions &amp; chat</li> <li>▪ Online Meetings</li> </ul>
	<b>Program Strategy &amp; Design (Services)</b>	<b>LMS</b> <ul style="list-style-type: none"> <li>▪ Catalog admin.</li> <li>▪ Event scheduling</li> <li>▪ Compliance mgmt</li> <li>▪ Job development</li> <li>▪ Resource mgmt</li> <li>▪ Skills &amp; competency enablement</li> </ul>	<b>Change Leadership (Services)</b>
	<b>Testing &amp; Assessment</b> <ul style="list-style-type: none"> <li>▪ Kirkpatrick evals</li> <li>▪ Pre- &amp; post-testing</li> <li>▪ 360 ° feedback</li> </ul>	<b>Performance Mgmt</b> <ul style="list-style-type: none"> <li>▪ Goal mgmt</li> <li>▪ Performance evals</li> <li>▪ Talent mgmt</li> <li>▪ Succession planning</li> </ul>	<b>Competency Mgmt</b> <ul style="list-style-type: none"> <li>▪ Skills libraries</li> <li>▪ Competency maps</li> <li>▪ Development plans</li> <li>▪ Services</li> <li>▪ Enablement tools</li> </ul>



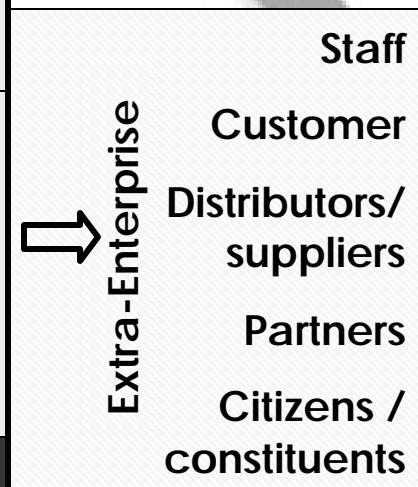
**Integrations w/ ERP, HRIS, Portals, other Legacy Data Stores**

# Stage II: Managed

## Key

- Not Happening
- Partially Engaged
- ▒ Fully Engaged

<b>Corporate Strategy &amp; Key Business Objectives</b>	<b>Content Mgmt</b> <ul style="list-style-type: none"> <li>▪ Authoring tools</li> <li>▪ COTS providers</li> <li>▪ Third party developers</li> <li>▪ LCMS &amp; CMS &amp; DMS</li> <li>▪ Services</li> </ul>	<b>Knowledge Mgmt</b> <ul style="list-style-type: none"> <li>▪ Repository mgmt</li> <li>▪ Workflows</li> <li>▪ Electronic performance support systems</li> <li>▪ Advanced search-and- navigation</li> </ul>	<b>Collaboration</b> <ul style="list-style-type: none"> <li>▪ Virtual classrooms</li> <li>▪ Blended learning</li> <li>▪ Mentoring</li> <li>▪ Discussions &amp; chat</li> <li>▪ Online Meetings</li> </ul>
	<b>Program Strategy &amp; Design (Services)</b>	<b>LMS</b> <ul style="list-style-type: none"> <li>▪ Catalog admin.</li> <li>▪ Event scheduling</li> <li>▪ Compliance mgmt</li> <li>▪ Job development</li> <li>▪ Resource mgmt</li> <li>▪ Skills &amp; competency enablement</li> </ul>	<b>Change Leadership (Services)</b>
	<b>Testing &amp; Assessment</b> <ul style="list-style-type: none"> <li>▪ Kirkpatrick evals</li> <li>▪ Pre- &amp; post-testing</li> <li>▪ 360 ° feedback</li> </ul>	<b>Performance Mgmt</b> <ul style="list-style-type: none"> <li>▪ Goal mgmt</li> <li>▪ Performance evals</li> <li>▪ Talent mgmt</li> <li>▪ Succession planning</li> </ul>	<b>Competency Mgmt</b> <ul style="list-style-type: none"> <li>▪ Skills libraries</li> <li>▪ Competency maps</li> <li>▪ Development plans</li> <li>▪ Services</li> <li>▪ Enablement tools</li> </ul>



**Integrations w/ ERP, HRIS, Portals, other Legacy Data Stores**

# Stage III: Competency-driven

**Corporate  
Strategy &  
Key Business  
Objectives** ➡

<b>Content Mgmt</b> <ul style="list-style-type: none"> <li>▪ Authoring tools</li> <li>▪ COTS providers</li> <li>▪ Third party developers</li> <li>▪ LCMS &amp; CMS &amp; DMS</li> <li>▪ Services</li> </ul>	<b>Knowledge Mgmt</b> <ul style="list-style-type: none"> <li>▪ Repository mgmt</li> <li>▪ Workflows</li> <li>▪ Electronic performance support systems</li> <li>▪ Advanced search-and- navigation</li> </ul>	<b>Collaboration</b> <ul style="list-style-type: none"> <li>▪ Virtual classrooms</li> <li>▪ Blended learning</li> <li>▪ Mentoring</li> <li>▪ Discussions &amp; chat</li> <li>▪ Online Meetings</li> </ul>
<b>Program Strategy &amp; Design (Services)</b>	<b>LMS</b> <ul style="list-style-type: none"> <li>▪ Catalog admin.</li> <li>▪ Event scheduling</li> <li>▪ Compliance mgmt</li> <li>▪ Job development</li> <li>▪ Resource mgmt</li> <li>▪ Skills &amp; competency enablement</li> </ul>	<b>Change Leadership (Services)</b>
<b>Testing &amp; Assessment</b> <ul style="list-style-type: none"> <li>▪ Kirkpatrick evals</li> <li>▪ Pre- &amp; post-testing</li> <li>▪ 360 ° feedback</li> </ul>	<b>Performance Mgmt</b> <ul style="list-style-type: none"> <li>▪ Goal mgmt</li> <li>▪ Performance evals</li> <li>▪ Talent mgmt</li> <li>▪ Succession planning</li> </ul>	<b>Competency Mgmt</b> <ul style="list-style-type: none"> <li>▪ Skills libraries</li> <li>▪ Competency maps</li> <li>▪ Development plans</li> <li>▪ Services</li> <li>▪ Enablement tools</li> </ul>

➡ **Extra-Enterprise**

**Staff**

**Customer**

**Distributors/suppliers**

**Partners**

**Citizens / constituents**

**Key**

- Not Happening
- Partially Engaged
- Fully Engaged

↕

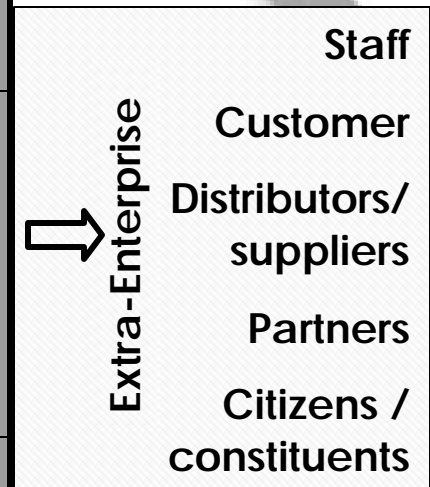
**Integrations w/ ERP, HRIS, Portals, other Legacy Data Stores**

# Stage IV: Integrated

## Key

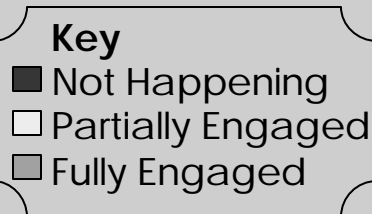
- Not Happening
- Partially Engaged
- Fully Engaged

<b>Corporate Strategy &amp; Key Business Objectives</b>	<b>Content Mgmt</b> <ul style="list-style-type: none"> <li>▪ Authoring tools</li> <li>▪ COTS providers</li> <li>▪ Third party developers</li> <li>▪ LCMS &amp; CMS &amp; DMS</li> <li>▪ Services</li> </ul>	<b>Knowledge Mgmt</b> <ul style="list-style-type: none"> <li>▪ Repository mgmt</li> <li>▪ Workflows</li> <li>▪ Electronic performance support systems</li> <li>▪ Advanced search-and- navigation</li> </ul>	<b>Collaboration</b> <ul style="list-style-type: none"> <li>▪ Virtual classrooms</li> <li>▪ Blended learning</li> <li>▪ Mentoring</li> <li>▪ Discussions &amp; chat</li> <li>▪ Online Meetings</li> </ul>
	<b>Program Strategy &amp; Design (Services)</b>	<b>LMS</b> <ul style="list-style-type: none"> <li>▪ Catalog admin.</li> <li>▪ Event scheduling</li> <li>▪ Compliance mgmt</li> <li>▪ Job development</li> <li>▪ Resource mgmt</li> <li>▪ Skills &amp; competency enablement</li> </ul>	<b>Change Leadership (Services)</b>
	<b>Testing &amp; Assessment</b> <ul style="list-style-type: none"> <li>▪ Kirkpatrick evals</li> <li>▪ Pre- &amp; post-testing</li> <li>▪ 360 ° feedback</li> </ul>	<b>Performance Mgmt</b> <ul style="list-style-type: none"> <li>▪ Goal mgmt</li> <li>▪ Performance evals</li> <li>▪ Talent mgmt</li> <li>▪ Succession planning</li> </ul>	<b>Competency Mgmt</b> <ul style="list-style-type: none"> <li>▪ Skills libraries</li> <li>▪ Competency maps</li> <li>▪ Development plans</li> <li>▪ Services</li> <li>▪ Enablement tools</li> </ul>

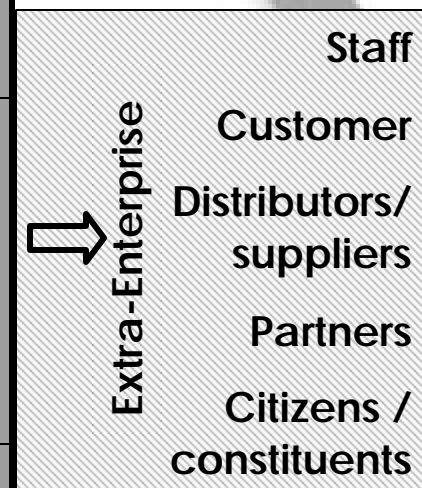


**Integrations w/ ERP, HRIS, Portals, other Legacy Data Stores**

# Stage V: Optimized

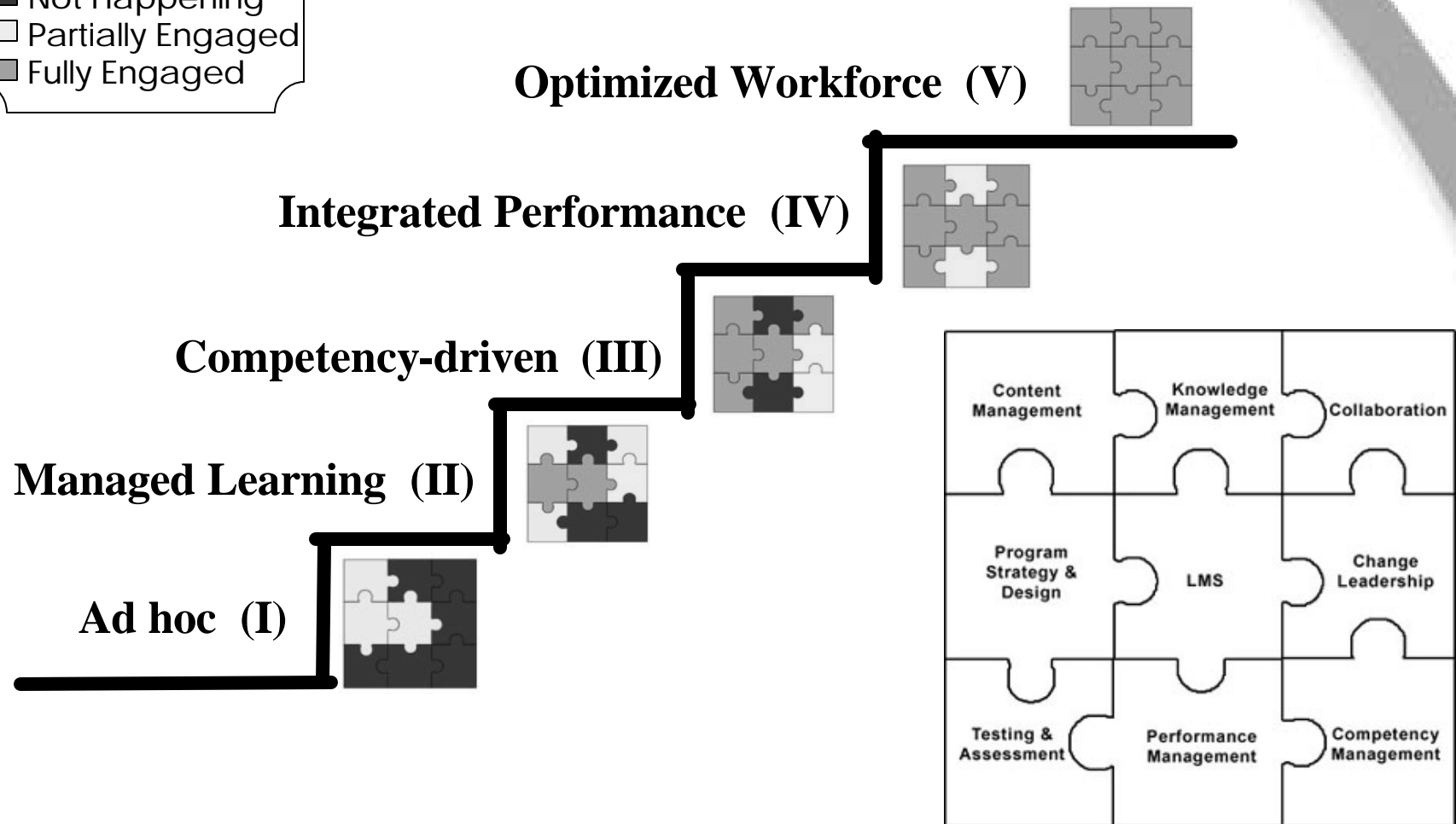
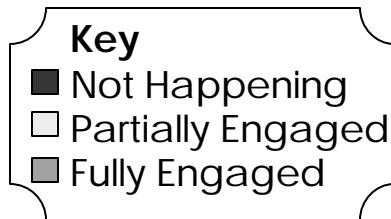


<b>Corporate Strategy &amp; Key Business Objectives</b>	<b>Content Mgmt</b> <ul style="list-style-type: none"> <li>▪ Authoring tools</li> <li>▪ COTS providers</li> <li>▪ Third party developers</li> <li>▪ LCMS &amp; CMS &amp; DMS</li> <li>▪ Services</li> </ul>	<b>Knowledge Mgmt</b> <ul style="list-style-type: none"> <li>▪ Repository mgmt</li> <li>▪ Workflows</li> <li>▪ Electronic performance support systems</li> <li>▪ Advanced search-and- navigation</li> </ul>	<b>Collaboration</b> <ul style="list-style-type: none"> <li>▪ Virtual classrooms</li> <li>▪ Blended learning</li> <li>▪ Mentoring</li> <li>▪ Discussions &amp; chat</li> <li>▪ Online Meetings</li> </ul>
	<b>Program Strategy &amp; Design (Services)</b>	<b>LMS</b> <ul style="list-style-type: none"> <li>▪ Catalog admin.</li> <li>▪ Event scheduling</li> <li>▪ Compliance mgmt</li> <li>▪ Job development</li> <li>▪ Resource mgmt</li> <li>▪ Skills &amp; competency enablement</li> </ul>	<b>Change Leadership (Services)</b>
	<b>Testing &amp; Assessment</b> <ul style="list-style-type: none"> <li>▪ Kirkpatrick evals</li> <li>▪ Pre- &amp; post-testing</li> <li>▪ 360 ° feedback</li> </ul>	<b>Performance Mgmt</b> <ul style="list-style-type: none"> <li>▪ Goal mgmt</li> <li>▪ Performance evals</li> <li>▪ Talent mgmt</li> <li>▪ Succession planning</li> </ul>	<b>Competency Mgmt</b> <ul style="list-style-type: none"> <li>▪ Skills libraries</li> <li>▪ Competency maps</li> <li>▪ Development plans</li> <li>▪ Services</li> <li>▪ Enablement tools</li> </ul>

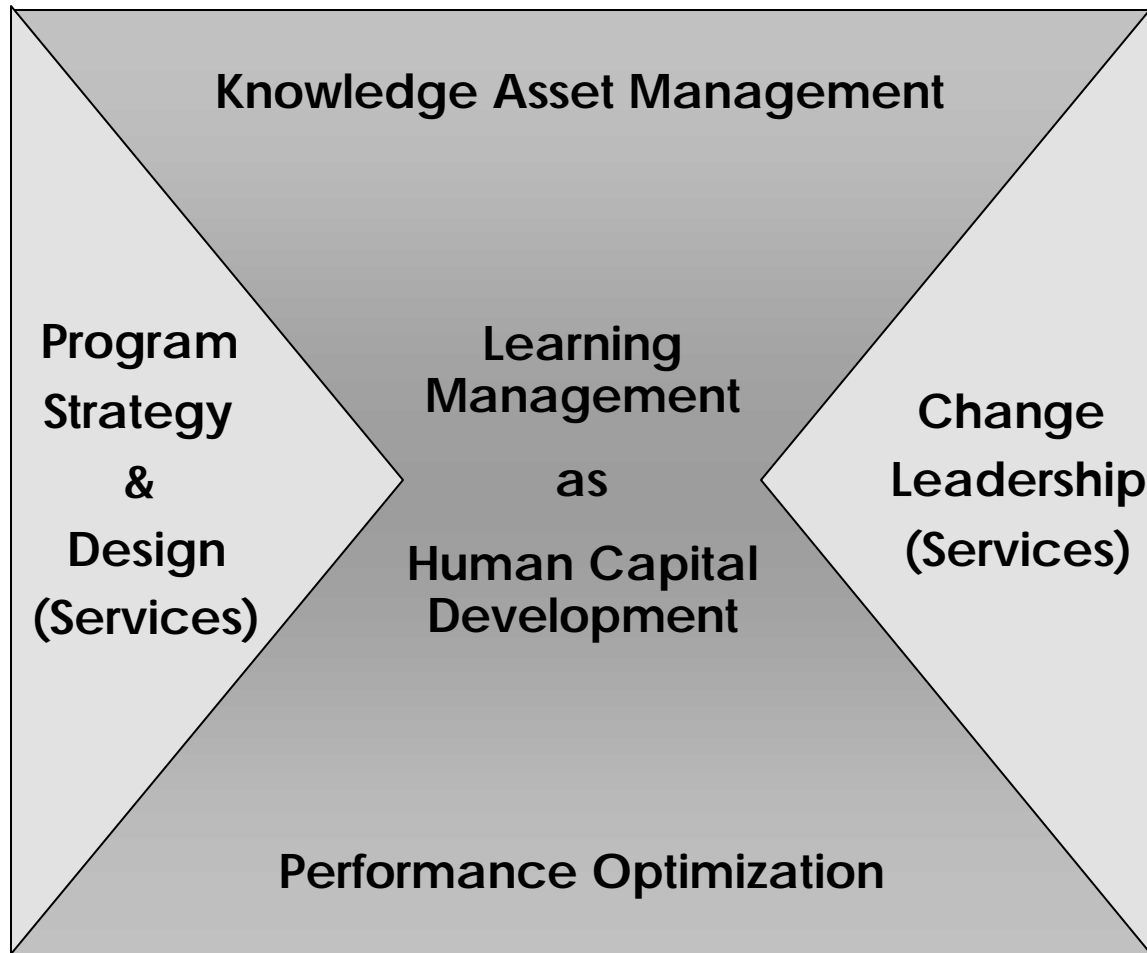


**Integrations w/ ERP, HRIS, Portals, other Legacy Data Stores**

# LM3: Stages of Technology Maturity



# A View of Industry Consolidation: Tomorrow





# How does THINQ deliver value to these customers?



- Progressed from pilot project to over 185,000 live users in more than 60 countries
- Software infrastructure has penetrated management as well as employees on the manufacturing floor



- Extremely scalable, global implementation with over 200,000 users across 102 countries
- Five year relationship history spanning multiple implementations and evolutionary product cycles



- Largest LMS implementation to date
- Phased project rollout eventually reaching over 1.2 million users - first phase was live in 5 weeks
- Scalable across many geographies and user interfaces



- Centralizing 47 different LMS systems onto one for 43 business units - 140,000 live users in 56 countries
- Expects to save \$6 million over first 5 years and \$3 million per year, every year thereafter

# Discussion & Questions

## Learning Management Maturity Model™

